



STATE OF DELAWARE
EXECUTIVE DEPARTMENT
OFFICE OF MANAGEMENT AND BUDGET

March 11, 2013

TO: ALL OFFERORS

FROM: MICHAEL BACU
STATE CONTRACT PROCUREMENT OFFICER

SUBJECT: **ADDENDUM TO REQUEST FOR PROPOSAL
CONTRACT NO. GSS13689-LEARN_MGT
Learning Management System**

ADDENDUM #1

This Addendum is issued to answer vendor questions and provide greater contract detail regarding the referenced Request for Proposal. All other terms and conditions remain the same.

Q1. What LMS are you currently using (type, version, etc)?

The State currently does not have a centralized LMS system. Agencies are using various different systems to track training registration. The HRM office that is responsible for statewide training is currently using an internally designed system that has a VBA frontend and a MSSQL 2005 server backend that was developed 10 years ago.

Q2. Is it acceptable if the activity takes place within North America?

Reference: Pg 27, para. o. Vendor Activity. No activity is to be executed in an off shore facility, either by a subcontracted firm or a foreign office or division of the vendor. The vendor must attest to the fact that no activity will take place outside of the United States in its transmittal letter. Failure to adhere to this requirement is cause for elimination from future consideration.

The State has been consistent with the State's data staying in the US.

Q3. Is it acceptable if the State of Delaware's data is stored or transferred within North America?

Reference: Page 46, item #4, Terms and Conditions for Cloud Providers As of May 17, 2011.

The State has been consistent with the State's data staying in the US.

Q4. How does the State of Delaware define “Moderate Risk”?

Reference: Appendix A3, page 1, para 3-1.6. Provide for a robust business and continuity/disaster recovery plan that accounts for a rating of Moderate Risk and the ability to execute the plan to ensure that Delaware data can be recovered quickly and completely in the event of a business interruption.

According to page 14 of the Delaware Information Security Policy Moderate Risk is defined as "Loss of business function affects multiple State Organizations and their ability to operate, has a negative citizen impact and impacts a State Organization's mission critical business function." <http://dti.delaware.gov/pdfs/pp/DelawareInformationSecurityPolicy.pdf>

Q5. Please clarify what workflows are applicable in this question. All workflows? Specifically workflows related to student enrollment?

Reference: Appendix A4, page 2, para 4-1.18. Ability for administrator to override approval of workflow requirements.

This requirement refers to workflows related to student enrollment.

Q6. In these questions, do “learning paths” mean a series of courses that should be taken by the learner? Or the order a learner must access content within a course? Or both?

Reference: Appendix A4, page 2, para 4-1.29 & 4-1.30. (4-1.29) Allow assigning multiple learning paths or plans to a learner. AND (4.1.30) Allow assigning paths to selected group of learners simultaneously and globally.

Assigning multiple learning paths or plans to a learner refers to the series of courses taken by the learner and the order the learner must take some courses within a curriculum.

Q7. What information should be included in these [training location] maps?

Reference: Appendix A4, page 2, para 4.1.34. Ability to view training location maps

Maps should include street address, building name, room/suite number.

Q8. Please clarify. Please clarify/define what is meant by “internal charge back requirements”. What are these requirements? What functionality is associated with them?

Reference: Appendix A4, page 3, para 4-1.48. Support internal charge back requirements.

The requirement is referring to the ability to invoice state agencies for training costs. This would require the ability generating reports that include data such as course name, course number, course date, learner name, learner's department, learner's division, learner's deptid (9-digit department number) in order to facilitate the invoicing process.

Q9. Please clarify. Can you provide an example of how this match should appear/function?

Reference: Appendix A4, page 8, para 4-1.74. Ability to match terminology and workflow for different certifications, designations, CEUs, etc

The State will work with the vendor map the terminology. For example certificates of completion versus certifications for teachers, nurses, etc.

Q10. Please provide additional information about your desired functionality for this requirement. Can you provide an example?

Reference: Appendix A4, page 8, para 4-3.12. Workflow capability for commonly performed actions.

The State is looking to identify workflow for commonly performed actions; examples include:

- **Example 1: The ability for learners to registration online, send approval by email to approving authority (may include unique approval workflow by agency), and have learner, approving authority, and administrator to view status online. Administrator completes attendance status upon course completion. Employee has ability to print certificate of completion or print training record. Includes waiting list workflow as appropriate.**
- **Example 2: Administrative capability to setup training courses including scheduling training, instructor, location, and other resources, post available training classes, override registration if needed, reserve seats in classes, and deactivate training courses, locations, etc as needed.**

Q11. Please provide additional detail. What level of access and control to the system does the State of Delaware require? What level of data must be available?

Reference: Appendix A4, page 8, para 4-3.13. Access control to system and data

The State wants to be sure that the system will be available to learners and administrators 99% of the time and have access to data and reporting capability using all fields of data. The State will work with the vendor to identify data access based on roles.

Q12. Could the State please describe the intended use of the data dictionary/data model?

Reference: RFP, page 6, para 2.c. A data dictionary OR a conceptual data model for state-owned business data must be provided to the state.

The data dictionary or conceptual data model will be used to allow the state to gain a better understanding of the state-owned business data that is housed in the application in use by the state. An enterprise-wide data model is being developed so that the state can better understand the data that it owns, duplications of data, etc. so that the state can integrate and share data where it makes sense to provide better services or make better decisions.

Q13. The cover of the RFP (page 1) states: "...Furthermore, the transmittal letter must attest to the fact that no activity related to this proposal contract will take place outside of the United States..." This implies that only American companies can bid. Is this the case, or will you tender offers from Canada?

- **Must the hosting center be in the United States, or can it be located in Canada?**

The State has been consistent with the State's data staying in the US.

- **Would the state be open to hearing about a licensed/hosted (SaaS) , or licensed/on-premise option (one time cost)?**

The State is interested in a hosted SaaS.

- Q14. Page 5 of the RFP- Can we provide documentation regarding the SANS security testing upon selection. As security testing is a very costly endeavour and there are numerous options available for 3rd party testing?

SANS testing requirements will be clarified and posted as a separate Q&A addendum as soon as possible. The RFP deadline to respond has been extended one week to allow for bid submission preparation after providing the response to this question.

- Q15. Page 5: We must be considered “Classified” or higher as per the Data Classified Policy (for moving data). See Section III C.2 Page 6 for details. Can we demonstrate that we meet this upon selection as it security testing is a costly endeavour, and there are numerous security standards available?

Vendor needs to have facilities and systems in place that meet the State's data center and data handling standards for confidential data.

- Q16. Appendix A Page 11. e Learning requirement number: 4-6.12 requires an “in LMS” content authoring tool, that supports multimedia. Could you provide a ‘use case scenario’ as to how you would use this?

Statewide Training currently uses ProForm (Rapid Intake) to develop our own e-Learning courses. This product enables us to include video clips and incorporate scenarios with interactive capability into the course.

- Q17. Appendix A Page 12 requirement 4-6.29: The requirement says that we must provide a service to create, update and maintain web pages and content. Could you provide a ‘use case scenario’ as to how you would use this?

We currently place links to our e-learning content to a webpage that provides the learner with instructions to access the learning and provides links to documents relevant to the training such as handouts. We want to make sure that this capability is available as needed for e-learning in the LMS solution.

- Q18. Page 4 item 3 - Are the external learners charged a fee, provided with a discount code, or provided with a voucher? If so, is it the State’s intent to have a system that will allow for e-Commerce transactions?

- If the intent is to have an e-Commerce component, does the State wish to have it as a standalone component, or have it tie into another system?

There are two situations in which external learners will be provided training: The State provides training to external learners from first responders to community and healthcare providers as part of their mission. There are no fees charged for this training and the state is interested in purchasing transactions if the total number of users is insufficient to support all of the external learners. In the second situation, the state may offer a conference or training course and will have the need to charge a minimal fee. In this situation, the State is interested in having an e-Commerce component to allow for credit card charges.

- If it ties into another system(s), which systems would those be?

We are interested in the options available as both a standalone and tie into the State’s current credit card processing service (Govolution or EPX).

- Q19. Page 3 Expectations – item 6 -The State mentions that upon termination of this contract that the Vendor shall make personnel available to answer questions that arise. For what period of time?**

The RFP requires reasonable accommodations. If a specific time period is desired, it can be identified as an exception submitted on Appendix 3 with your bid submission and negotiated prior to award.

- Q20. Page 3 B. Expectations- Can the State elaborate on the following:**

- A limited production rollout...how many offices/learners?

The limited production rollout will include the Office of Management and Budget with four different office administrative functions:

- Statewide Training and Development Office – including administration of training and access for all state employees (approximately 18,500 learners)
- Pensions Office, Benefits Office, and PHRST (additional 3,000 – 5,000 external learners in addition to the internal learners)

- A statewide rollout...how long after the limited production rollout and over what period of time?

We plan to break the State agencies into three phases (limited production and two additional phases) with implementation over the course of eighteen months.

- Q21. Page 13 item 10 of RFP document states: Can the State elaborate on what constitutes “overly lengthy and costly proposals”?**

The State evaluates proposals based on the criteria outlined on page 19 of the RFP. Vendors are encouraged to provide any relevant supporting documentation, however, only that sufficient to present a complete and effective proposal is necessary.

- Q22. Page 14 item 12 of RFP document states: The State mentions that nothing in the proposal will be deemed to be confidential except proprietary information, however, in the next paragraph, it states that no Vendor shall include “any information in their proposal that is proprietary in nature or that they would not want to be released to the public”. How does the State reconcile those two statements, as all potential vendors have Proprietary information to be included, and if the only way to avoid it staying proprietary is to not include it, it will potentially put Vendors in the position of withholding necessary information to the State in making their decision.**

- Can Vendors instead just call out those areas that are proprietary in nature?

Attachment 4 of the RFP is to designate confidential or proprietary information. Vendor(s) must submit such information in a separate, sealed envelope labeled “Proprietary Information” with the RFP number. The envelope must contain a letter from the Vendor’s legal counsel describing the documents in the envelope, representing in good faith that the information in each document is not “public record” as defined by 29 Del. C. § 10002(d), and briefly stating the reasons that each document meets the said definitions.

Q23. Attachment 9- Employing Delawareans Report- What is the objective of knowing how many of a Vendors employees live in Delaware?

- Will a vendor be disqualified if they have no Delaware based employees?

The Employing Delawareans report is a requirement of Delaware House of Representatives Bill No. 410, dated June 26, 2012 as eligibility for bond issuance to entities of the State. Delaware based employment is not a consideration for awarding this contract.

Q24. Does the State wish for the LMS to provide the capability for Learners to access content via any mobile device or tablet?

The State desires having the capabilities with the widest base possible but to not include FLASH-based.

Q25. The State mentions that the pricing must remain fixed throughout the term of the contract:

- a. If the State enters into a multi-year agreement, and there are price decreases as a result, can we presume that would not be an issue?

That is correct.

- b. Depending on how the State wishes to have training implemented, without knowing all of the potential training locations, how does the State recommend that potential Vendors prepare a fixed cost without that data?

This should not be factor since we are looking for a web-based solution.

Q26. Regarding revisions to the RFP, if they are made, with there be a process to automatically notify vendors?

Revisions to the RFP are made available at <http://bids.delaware.gov> as Addenda to the current RFP. Any changes or information pertaining to this bid solicitation will be posted at the following link: http://bids.delaware.gov/bids_detail.asp?i=1764&DOT=N.

Q27. The State mentions that the vendor is to “provide training and knowledge transfer to foster user adoption”. Does the State have any ideas as to how they’d like to accomplish this, keeping in mind the number of people/locations?

- a. On-site training?
- b. Remote training?
- c. Multi-site training?
- d. Other methods.

The State is open to using multiple training methodologies to deliver training to foster user adoption.

Q28. Since training, both centralized and decentralized has taken place, how much of that historical data, if any, does the State wish to populate in the Learning Management System (LMS)?

- a. If the intent is to bring in all or part of the historical data, in what formats would that data be?**

The State wishes to populate the LMS with all of the historical data. Most data would be in .xml or .csv formats.

Q29. How long do the records for external, and internal, employees, need to be maintained?

For internal and external learners records need to be maintained forever. Once an employee leaves state employment, we would like to have the ability to deactivate and archive training records since employees may return to employment at a later date. Due to the variety nature of the training provided to external learners, the length of time required to retain the data depends on the agency. For example, the Fire School needs to retain the data for the life time of the learner (first responders) while the Statewide Training and Development Office may only need to retain external learner data for 5 years.

Q30. RFP, Attachments 1-16. Could the Government please provide the forms that are contained within the RFP Attachments 1-16 that must be completed by the Vendor in MS Word format?

The Attachments 1-16 will be made available, posted with the existing solicitation documents in Word format.

Q31. Does the Government have a preferred Virtual Classroom provider?

Reference: Appendix 4, 4-1.46, page 3. Support management of virtual classroom (e.g. WebEx) courses and classes.

The State does not have a preferred provider for a virtual classroom as long as it is not blocked by the content filtering of the proxy server.

Q32. Could the Government please explain further what specifically the CEU tracking and process entails?

Reference: Appendix 4, 4.1.74, page 5. Ability to match terminology and workflow for different certifications, designations, CEUs, etc

The State will work with the vendor map the terminology. For example certificate of completion versus certifications for teachers, nurses, etc.

- Q33. Could the Government please explain further regarding the Government's thoughts about manually adding survey data?**

Reference: Appendix 4, 4-2.24, page 6. Ability to manually add classroom survey data

The State currently has participants complete course evaluations at the end of each class and then we manually enter the data into an Excel Spreadsheet so that we can provide instructors with overall scores and opportunities for improvement. This also gives us data to evaluate courses for purposes of addressing problems/issues. The State is interested in the ability to continue to capture this data and link it to the course in the LMS.

- Q34. Could the Government please provide more information about the SFTP process?**

Reference: Appendix 4, 4-3.2, page 7. Provide interface with State of Delaware Enterprise Resource Planning (PeopleSoft ERP-system), in accordance with the state's secure file transfer protocol (SFTP) procedures.

An account will be setup for the selected vendor so they can access the State's SFTP server. This access will be needed to provide and receive data files since the data is classified as confidential. The vendor will need a FTP client that supports SFTP on port 22.

- Q35. Could the Government please describe what specific languages you are requiring?**

Reference: Appendix 4, 4-3.29, page 8. Select language preferences

We would like the ability to select English and Spanish languages.

- Q36. Talent Management is identified as Desired and Mandatory. Could the Government please explain further the plans as it relates to Talent Management?**

Reference: Appendix 4, 4-4.0, page 9. Talent Development.

The State of Delaware desires an LMS with talent management capabilities; the requirements in Appendix 4-4.0 are not mandatory. The purpose of this desired requirement is to eventually link training data to employee career development and performance management.

- Q37. What authoring tools is the Government currently using? Which tools does the Government plan to use?**

Reference: Appendix 4, 4-4.0, page 10. Learning Content Management and Distribution.

The State agencies use several authoring tools including ProForm (Rapid Intake), Captivate (Adobe) and Articulate. Statewide Training and Organization Development currently uses ProForm exclusively; however, if the LMS provides a content authoring tools that meets our needs we will use the LMS content authoring tool.

- Q38. Will the Government require credit card support for eCommerce or strictly accounting codes?**

Reference: Appendix 4, 4-10.1, page 16. Integrated e-commerce support for course payment.

The State is interested in the abilities for solutions that support accounting codes and credit cards.

- Q39. Could the Government expand on this requirement? Standard importing and exporting is supported with no vendor involvement however we are interpreting this as supporting the ability to import/export any data within the system which is not possible without vendor involvement.**

Reference: Appendix 13, Terms and Conditions, page 47. The State of Delaware must have the ability to import or export data in piecemeal or in its entirety at its discretion without interference from the Service Provider.

The State needs the ability to extract data at will using the application layer without an addition charge from the vendor. The Ad Hoc reporting requirement (Appendix A4 item 4-8.4) should accommodate this request.

- Q40. We do not price differently for internal and external users but rather based on total active users (both internal and external). As with most vendors, there are per user price break points as the total active user count increases. Would the Government like us to break out external users separately or include in one total user count such that the appropriate per user cost is provided?**

Reference: RFP Appendix B, Pricing Spreadsheet. Cost proposal must also include details on pricing for external learners as a separate document.

The State wants the ability to evaluate the most cost effective approach to pricing such as purchasing 100,000 licenses (20,000 used for internal learners and 80,000 for external learner) or purchase 20,000 licenses and then purchase 60,000 external learners. This breakdown would be as active learners; however, we want to make sure we have the ability to add users as needed and would like pricing for external learners per user. Providing the pricing for active learners in the spreadsheet and then providing pricing for additional external learners in a separate table is fine.

- Q41. How many users will be included in the initial limited production? How many follow on phases are anticipated?**

Reference: RFP page 3, section II.B.5. Implement the system first through a limited production roll out and subsequently a statewide roll out. This approach will help ensure that the system meets the expectations before it is implemented more broadly.

The limited production will include divisions within the Office of Management and Budget including Statewide Training and Organization Development, the Pensions Office, the Benefits Office, and PHRST.

- **Statewide Training and Development Office – including administration of training and access for all state employees (approximately 18,500 learners)**

- **Pensions Office, Benefits Office, and PHRST (additional 3,000 – 5,000 external learners in addition to the internal learners)**

Q42. Please confirm the estimated total user count is 43,000 learners (18,000 internal and 25,000 external).

Reference: RFP page 2, section II.A, Background. This function supports training for approximately 18,000 employees throughout the State of Delaware. In addition, there are 16 executive branch agencies and the courts, and approximately 15 different stand-alone systems that are used to maintain more customized training specific to the various agencies. In addition to the training provided to employees, State agencies also provide training to over 25,000 external learners, annually, including healthcare professionals, firefighters, police, other first responders, contractors, and families of individuals receiving services from the state.

The State estimates the total user count at roughly between 43,000 and 45,000 with the number of external learners being variable from year to year.

Q43. Please define the State's Recovery Point Objectives and Recovery Time Objectives.

Reference: RFP, page 48, Attachment 11. The Service Provider will ensure the State of Delaware's Recovery Time Objectives (RTOs) is met.

We are unclear how the "Contractor Confidentiality (Non-Disclosure) and Integrity of Data Agreement" applies in the context of this question.

Q44. We are requesting a one week extension.

Reference: RFP. Page 1, Deadline for Receipt of Proposals.

The RFP Deadline for Bid Responses is extended one week until April 4, 2013.

Q45. Is this tuition for an external course or about applying something like coupons as monetary assistance?

Reference: Attachment A4, page 7, 4-2.31. Track tuition/training assistance provided to employees by agency and division

This refers to the need for the ability to track monetary assistance provided to employees.

Q46. Is this the balance left over after a credit card transaction? Would you give some additional clarity on what specifically is needed at the end of the process?

Reference: Attachment A4, page 7, 4-2.32. Capability to track total dollars spent, declining balance, and spending caps by agency, division, and employee.

This refers to the tracking of monetary assistance provided to employees by State agencies. For example, each employee is allowed to spend \$1,000 each year on training. The State desires the ability to track training expenditures related to training courses and conferences.

Q47. Will you please explain [ability to house training content] further?

Reference: Appendix A4, page 11, 4-6.20. Ability to house training content within the LMS solution

The State currently develops some of its own e-learning using ProForm (Rapid Intake). The State is interested in a LMS solution with the capability for content authoring and the ability to upload e-learning content developed in-house.

- Q48. What do you mean by repository management, do you mean revision management, storage and management?**

Reference: Appendix A4, page 11, 4-6.23. Courseware content repository management.

The State is referring to repository management as in a library of e-learning content available to learners.

- Q49. Can the data from these systems be provided in flat-file, pipe-delimited format?**

Reference: Appendix A7, page 2, 7-1.24. Ability to import from external payroll systems such as SAP, ADP, Banner, Lawson and PeopleSoft.

Yes, any delimitation is fine as long as it is documented. Preferred is pipe or comma.

- Q50. Would you please provide a Word version of the RFP documents to use for building our response to specific questions/requirements and forms? We will not be able to convert, re-format and work with PDF files in an efficient manner.**

Yes. Please see question #30.

- Q51. The learning management system RFP GSS13689-LEARN_MGT states that per executive order 14 & 29 the State of Delaware is committed to supporting supplier diversity. That being said, it seems like the state of Delaware would like a prime contractor to subcontract a portion of the work to a small business certified MBE/WBE or veteran owned business. I don't see a specific requirement that would allow a large corporation to benefit from teaming with a small business.**

Is there a benefit for a large corporation to team with a small company?

The State of Delaware does not have preference laws it does however support the use of Diversity Suppliers through Executive Orders [14](#) & [29](#). These Executive Orders are intended to promote and encouraging the use of such suppliers when it makes business sense for the bidding vendor. The benefit is less focused on the larger companies/corporations but more on increasing opportunity for Diversity Suppliers.

- Q52. What does the State of Delaware consider to be 'users'? Administrators or actual end users? Cornerstone offers a variety of support packages to meet your specific business needs; however we want to be certain about who will actually be calling into customer care.**

Reference: Appendix A3, 3.1.10, page 1. Provide a plan for 24/7 call center support for users and at a minimum telephone support during normal business hours 7:00 am - 6:00 pm ES

The State is interested in support for potentially both administrators and actual end users. Including a quote for the various options is encouraged.

- Q53. Is there a current performance and career development system in place?**

Reference: Section II. Scope of Services, A. Background, Paragraph 3, Page 2 and Appendix B, Section 4-4.7 and 4-4.8. And, supervisors and managers to have access to their employees' training records to link to performance and career development plans. Ability to link performance management activities such as performance goals, performance plan, performance review, performance improvement plan, and career development plan. Ability to manage performance management elements such as organization structures, organization mission, and position, organization unit and employee data.

No, the State of Delaware does not have a system currently to manage employee performance and career development. We desire a LMS system that provides the capabilities to link employee training to performance and career development.

Q54. Is there an Attachment 17?

Reference: Minimum Mandatory Submission Requirements, Paragraph 2, page 44. The proposal should be organized and indexed in the following format and should contain, at a minimum, all listed items in the sequence indicated. Narrative explanations are expected as to how the Vendor can meet the requirements described in RFP Section III.C – Technical Standards and Security Requirements, and Attachments 12 – 17, RFP Section III.B and Section IV.B.3 - Technical Proposal Content and Organizations and for each section (c through k below), and in the Appendix A3 through A7.

The RFP does not have an Attachment 17. The above reference should read “Attachments 12-16”.

Q55. How many targeting users, instructors/facilitators, administrators, and super administrators?

Reference: Appendix C and 5-1.4 Develop and provide detailed training plan for implementation targeting users, instructors/facilitators, administrators and super administrators

The State estimates there are 18,500 - 20,000 internal learners and 30,000 – 50,000 external learners, 400 instructors/facilitators, 20-30 administrators, 15-25 super administrators.

All other terms and conditions remain the same.



GOVERNMENT SUPPORT SERVICES – CONTRACTING
100 ENTERPRISE PLACE – SUITE 4 – DOVER, DE 19904-8202
PHONE: (302) 857-4550 – FAX: (302) 739-3779 – GSS.OMB.DELAWARE.GOV